



British Columbia Heritage Trust Service Plan 2002-2005

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1. Overview of the Organization

The *Heritage Conservation Act* establishes the Heritage Trust as an agent of the government. The Board of the Heritage Trust is appointed by Order-in-Council. The objects of the Trust as expressed in Section 25 of the *Act* are:

- (a) to conserve and support the conservation of heritage sites and heritage objects;
- (b) to gain further knowledge about British Columbia's heritage;
- (c) to increase public awareness, understanding and appreciation of British Columbia's heritage;
- (d) to undertake such other activities related to British Columbia's heritage as the Minister may authorize.

Over the past 22 years, the Heritage Trust distributed over \$28 million in community grants, which generated total project values of more than \$112 million, created jobs and small business opportunities, stimulated other community investment, and contributed to increased local government tax revenues through increased property assessments. Project investments have included museum exhibits, local history publications, conferences, building restorations and revitalization of historic areas in communities such as Nanaimo, Revelstoke, Trail and Victoria. In addition, the Trust has undertaken a variety of other initiatives to enhance knowledge, awareness, understanding and appreciation of British Columbia heritage, including:

- Financial Assistance for Heritage Society of BC, BC Historical Federation, Archaeological Society of BC and Underwater Archaeology Society of BC
- Heritage Week
- Heritage Fairs
- Heritage Websites
- Technical Papers and Workshops for Heritage Professionals and Volunteers
- University Scholarships and Student Prizes
- Liaison with Union of BC Municipalities, Arts Council of BC, Tourism BC

Although established as a Crown corporation with a separate Board reporting to the Minister of Community, Aboriginal and Women's Services, the Heritage Trust has no employees. Personnel of the Heritage Branch or other employees of the Ministry or the Province provide all support services related to Trust initiatives, with the exception of annual contracts for bookkeeping and audit services, and occasional contracts for special initiatives.

In November, 2001, the appointed Board was replaced by an interim Board of two assistant deputy ministers. These senior ministry officials will oversee a review of the Heritage Trust's mission and activities.

2. Vision

The current vision for the Trust, as approved by the Board in 2001, is:

Our heritage conserved and valued; our history recorded and appreciated; our people inspired; our communities sustained; our Province renewed.

3. Mission

The current mission of the Trust, as approved by the Board in 2000, is:

To encourage and facilitate sustained conservation, public access, awareness and appreciation for British Columbia's heritage as expressed through its properties, sites, communities, cultural activities and organizations.

In 2002/03, the Trust will review its mission and operations and implement changes for long term effectiveness and financial development/sustainability.

4. Values

- 1) Respect for the authenticity, integrity and diversity of our irreplaceable heritage resources
- 2) Promotion of good stewardship of heritage resources
- 3) Respect for local authorities that are enabled through legislation to conserve and protect community heritage
- 4) Prudent use of public funds, attracting community and private investment, leaving a valuable heritage legacy

5. Planning Context

External Trends

- The attack on the World Trade Center on September 11, 2001 and the subsequent "War on Terrorism" has resulted in a world-wide economic downturn.
- Deregulation and tax reduction initiatives in British Columbia and beyond will create both challenges and opportunities for the conservation of heritage resources.
- As the population ages, more individuals will seek personal investments that leave a meaningful community legacy.
- More cultural diversity in Canada, and greater public sensitivity to this reality, will create demand for new interpretations of our history and heritage.

Internal Trends

- The outcomes of the core services review and budget reductions over the period 2002-2005 will significantly affect how the Province addresses its core responsibilities. Heritage conservation has been approved as a core ministry activity.
- The Provincial government's annual allocation to the Trust has declined from over \$2.5 million in fiscal year 1991/92, to \$250,000 in 2002/03.
- Community needs and requests for advice and funding support on heritage projects have not declined, although all sources of Provincial assistance have been significantly reduced in recent years.

Key Opportunities

- The Federal Government has committed \$24,000,000 over the next three years towards the Historic Places Initiative, to be implemented in partnership with provincial heritage agencies, local governments and volunteer groups.
- Communities remain interested in partnerships with the Trust, to capitalize on heritage resources that support tourism and to revitalize downtown areas.
- Investment through the Trust, in heritage planning and conservation activities, contributes significantly to the sustainability and quality of life in BC's communities.
- Technology is providing the Trust with new ways to conserve heritage and enhance heritage-related experiences.

Key Challenges

- Heritage resources continue to be threatened by development pressures and neglect: over the past quarter century, more than 20% of Canada's historic buildings have been destroyed.
- The current annual provincial allocation to the Heritage Trust is inadequate to sustain the community grant programs of the Trust: new sources of revenue must be secured if such programs are to be renewed.
- The erosion in the expertise base in heritage both at the Provincial level and the community level compromises the capacity to deliver existing programs and implement effective new initiatives.
- Only about one third of local governments in the Province have a Community Heritage Commission or any form of heritage policy or program.
- The ability to secure corporate or other private sector support for heritage conservation will be constrained by competition from other well-organized institutions.

6. Strategic Directions

The Trust will:

- ***Continue to invest in community heritage planning, capacity building and other initiatives*** through performance based funding to key partners to generate economic and social benefits that will help make British Columbia's communities sustainable and conserve BC's irreplaceable heritage.
- ***Contribute resources towards the implementation of the Historic Places Initiative*** in British Columbia in partnership with the federal and local government, non-profit organizations and the private sector, to increase awareness and appreciation of the unique and diverse history of Canada's Pacific Province.

7. Goals

The Heritage Trust has two goals:

1. **Heritage Investment in Communities:** Support heritage planning and conservation in British Columbia communities to contribute to community sustainability and pride.
2. **Appreciation and Celebration of British Columbia's Heritage:** Inform the public about the value of heritage, influence public attitudes to support heritage conservation and encourage celebration of heritage.

8. Objectives and Strategies

Goals	Objectives	Strategies
Heritage Investment in Communities	Legacy of conserved heritage resources across British Columbia A sustainable framework for public and private sector heritage investment	Facilitating development of: - community heritage strategies/plans - community heritage commissions - community heritage registries Facilitating implementation of Historic Places Initiative with federal and local governments Strategic investment in demonstration projects and special initiatives <i>through partnerships with other levels of government, not-for-profit organizations and the private sector</i>
Appreciation and Celebration of British Columbia's Heritage	Build capacity for community-based heritage conservation Better understanding of British Columbia's heritage Public attitudes and behaviour indicating appreciation of heritage and support for heritage conservation Increased community pride	Information Development/Sharing: • Canadian Register of Historic Places Website • Heritage Trust Website • Workshops and Conferences Encouraging Excellence: • National Conservation Standards and Guidelines • Technical Papers • Awards Appreciation/Celebration Activities: • Heritage Week • Other Recognition Activities Networking/Advocacy: • Partnership with Heritage Society of BC <i>through partnerships with other levels of government, educational institutions and other organizations</i>

9. Performance Measures

Goals	Output Measures	Outcome Measures
Heritage Investment in Communities	• Number, type, location and amount invested in approved projects • Number of BC properties nominated to Canadian Register of Historic Places • Pilot-testing of National Conservation Standards and Guidelines in BC	Maintain 3:1 ratio of total project value to Trust investment through increased diversified public/private sector partnerships and investment in heritage More communities with: - approved heritage strategies/plans - active community heritage commissions - managed/up-to-date community heritage registers Canadian Register implemented by 2005 National Standards implemented by 2005
Appreciation and Celebration of British Columbia's Heritage	• Redesigned Trust website and website for Canadian Register • Number of, and attendance at, Trust-sponsored workshops/conferences • Performance-based contribution agreement negotiated with Heritage Society of BC • Annual Heritage Week celebration	Greater use of websites to disseminate/access heritage information 75% positive responses to workshops and conferences 25% increase in membership/participation in Heritage Society of BC 25% increase in number of community based Heritage Week or other heritage celebrations

Given that the mission and operation of the Heritage Trust are under review, it is possible that the goals, objectives, strategies and performance measures may change to reflect a new strategic direction. As appropriate, measures will be added, deleted or refined to enable improved analysis of the effectiveness of provincial investment in the Trust.

10. Resources and Financial Plan

At present, the Heritage Trust receives an annual allocation through the voted funds of the Ministry of Community, Aboriginal and Women's Services. In order to meet budget reduction targets this allocation has been reduced from **\$750,000** in 2001/02 to **\$250,000** in 2002/03.

In addition to the voted allocation, the Trust budget includes funds carried forward from the previous year, small amounts of interest income or funds rescinded from completed projects and funds that may be secured from a financial partner or other sources. In 2002/03 these funds will total a minimum of **\$300,000** (est). This figure may increase substantially if a contribution agreement is negotiated with the Federal Government to implement the Historic Places Initiative in British Columbia. The expenditure plan for 2002/03 and subsequent fiscal years will be determined by the outcome of the review of the Trust's mission and activities.

Services provided by the Heritage Branch for the Trust, including research and policy development, management, program administration, communications and promotion, financial services and general administration, have a value of approximately **\$200,000** (est) per year. These funds are not shown in the Trust's annual budget, but are reported as a supplementary note to its audited financial statements.

	2002/03	2003/04	2004/05
REVENUES (Allocation from Province)	250,000	250,000	250,000
COMMITMENTS/EXPENDITURES	250,000	250,000	250,000

